



Strategic Communication in Total Rewards

GR9

Synopsis the GR 9 Course

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Objectives

By the end of this session you will be able to

1. Identify the eight steps of the strategic communication process.
2. Discuss the hierarchy of effective communication.
3. Discuss what should to be communicated for each of the five elements of the Total Reward Model

The Total Rewards Design Process



The Value of Strategic Total Rewards Communication

- Drives business performance
- Links business goals with personal outcomes
- Leads to understanding and valuing
- Defines employer / employee relationship

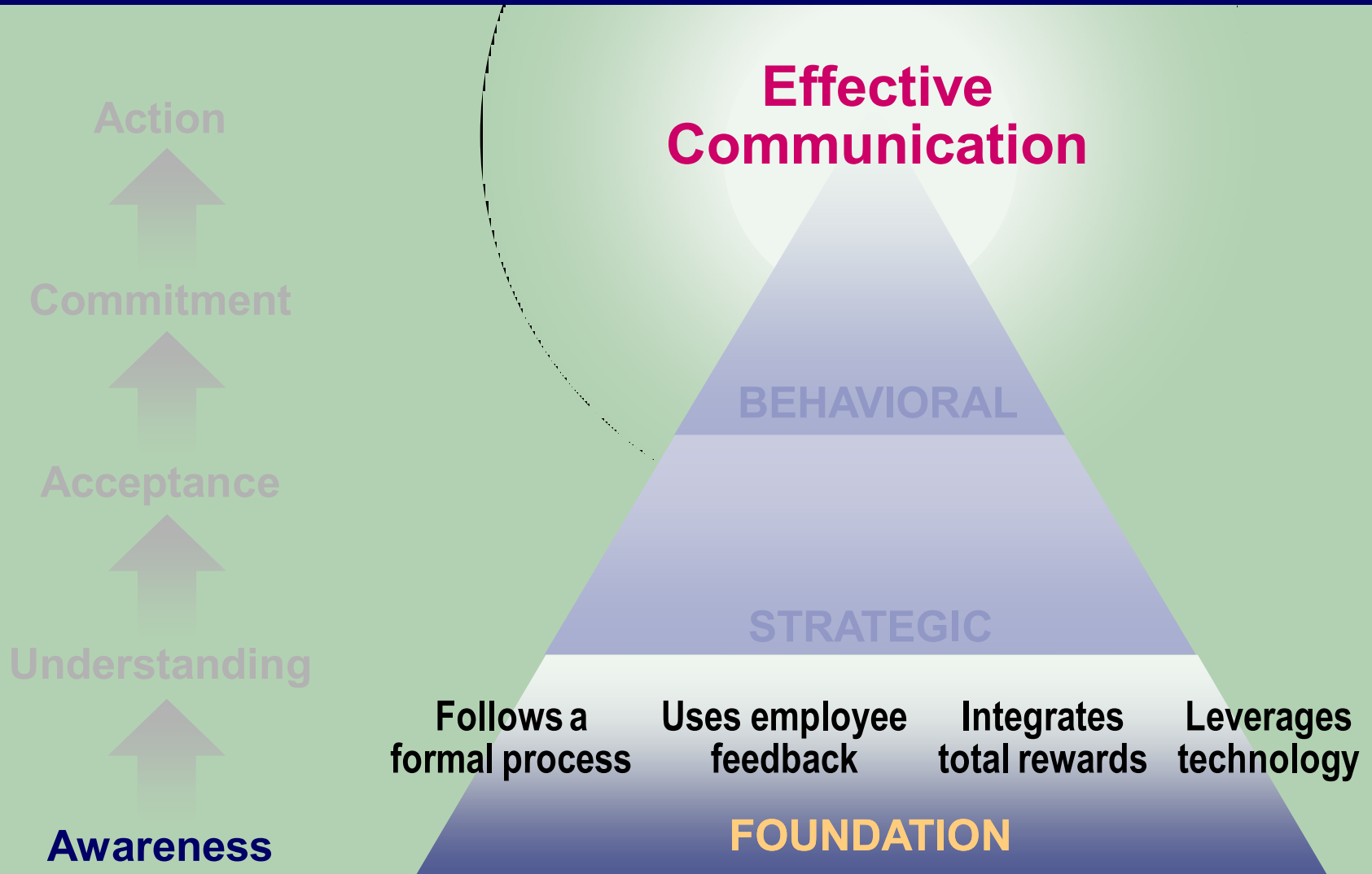
The Purpose of Communication – Employer Perspective

- Reinforce corporate philosophy, culture, values
- Help achieve program goals
- Streamline administration
- Comply with legal requirements
- Improve utilization = improve ROI
- Increase ability to understand and respond
- Change employee attitudes and behavior
- Build employee trust
- Improve productivity

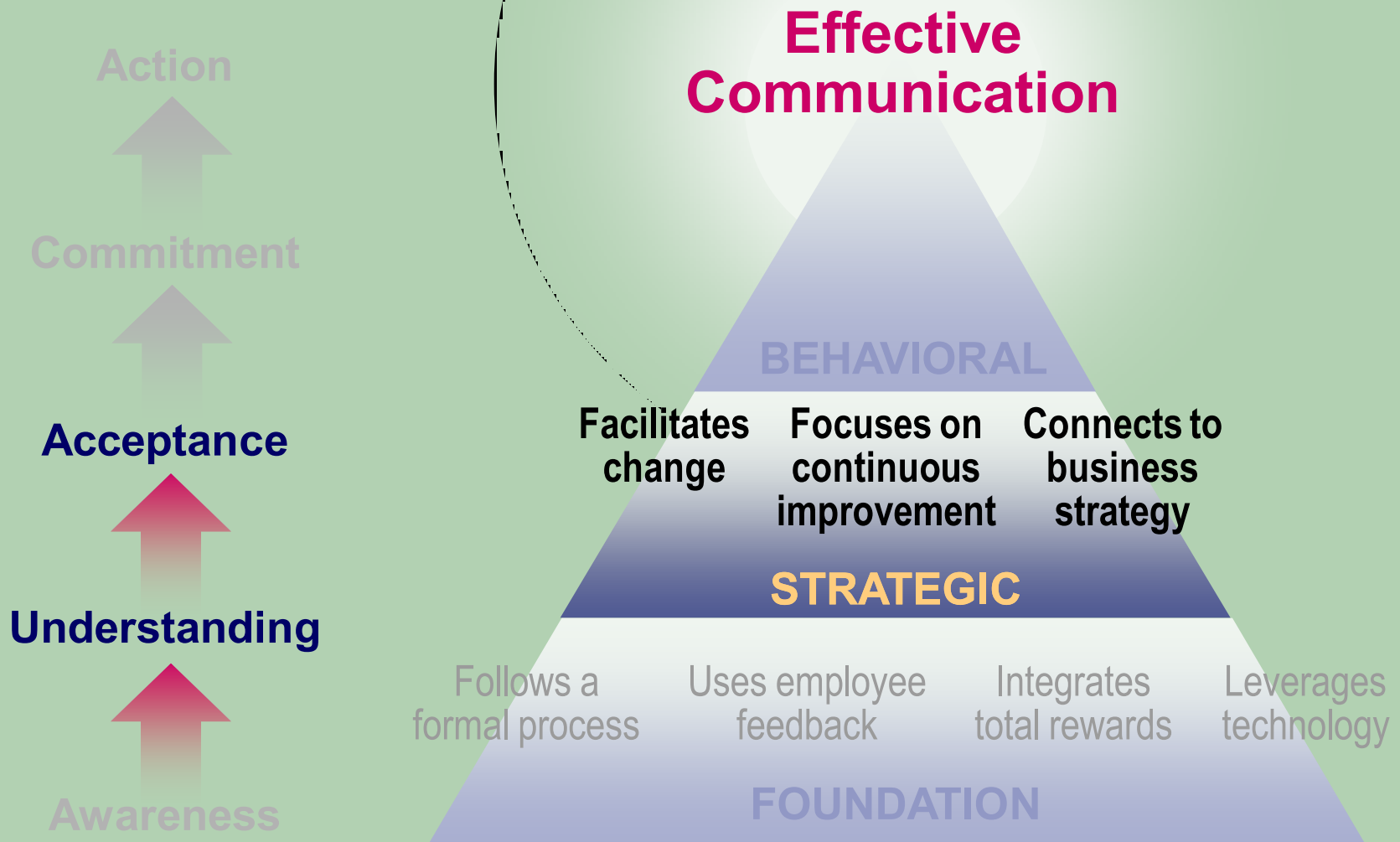
The Purpose of Communication – Employee Perspective

- Provide education and tools
- Provide timely information
- Clarify expectations
- Increase awareness
- Improve the emotional environment
- Reinforce decision to join and remain with the company

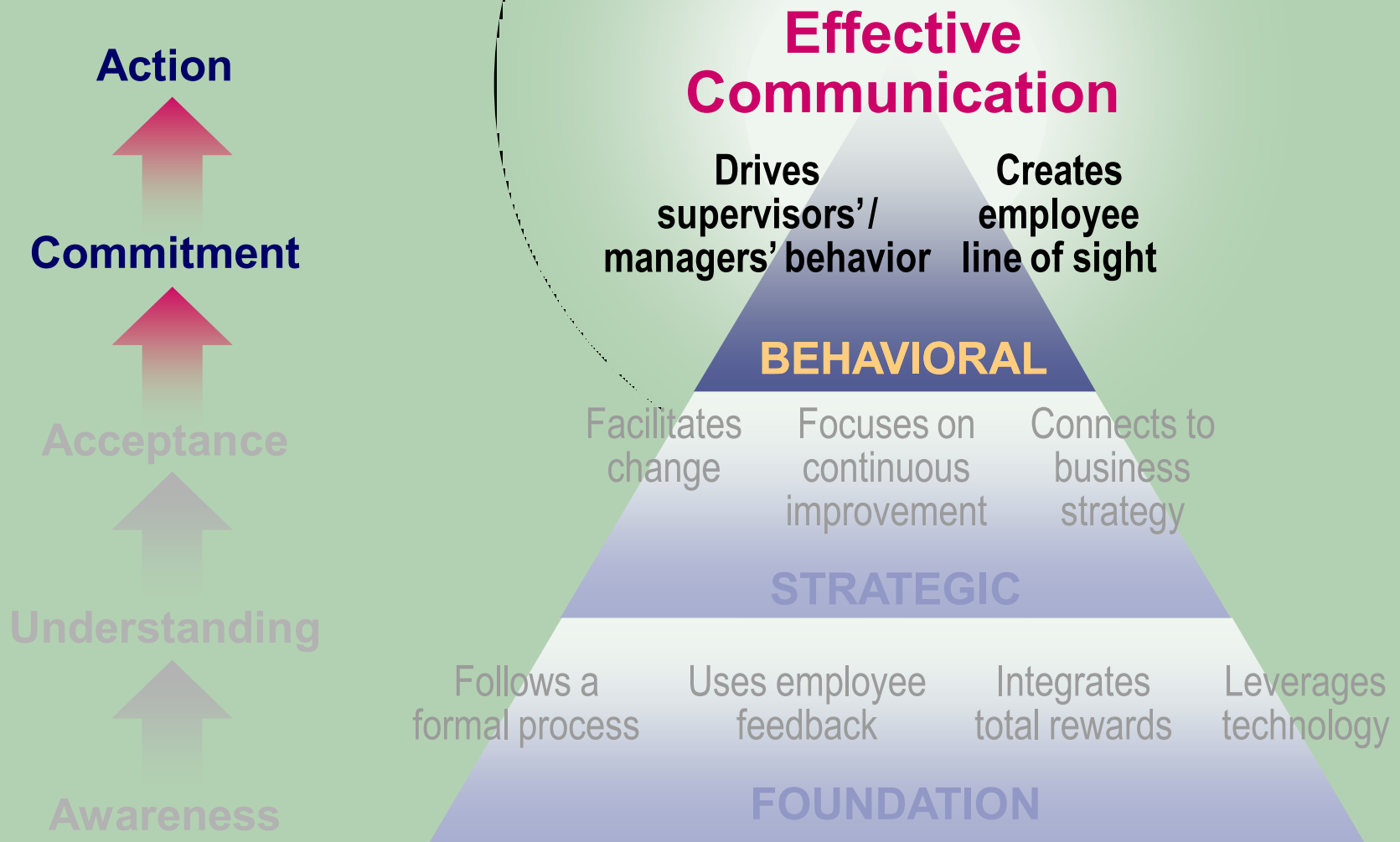
Hierarchy of Effective Communication



Hierarchy of Effective Communication ...cont'd



Hierarchy of Effective Communication ...cont'd



Leveraging Total Rewards Strategy Through Effective Communication



The Strategic Communication Process

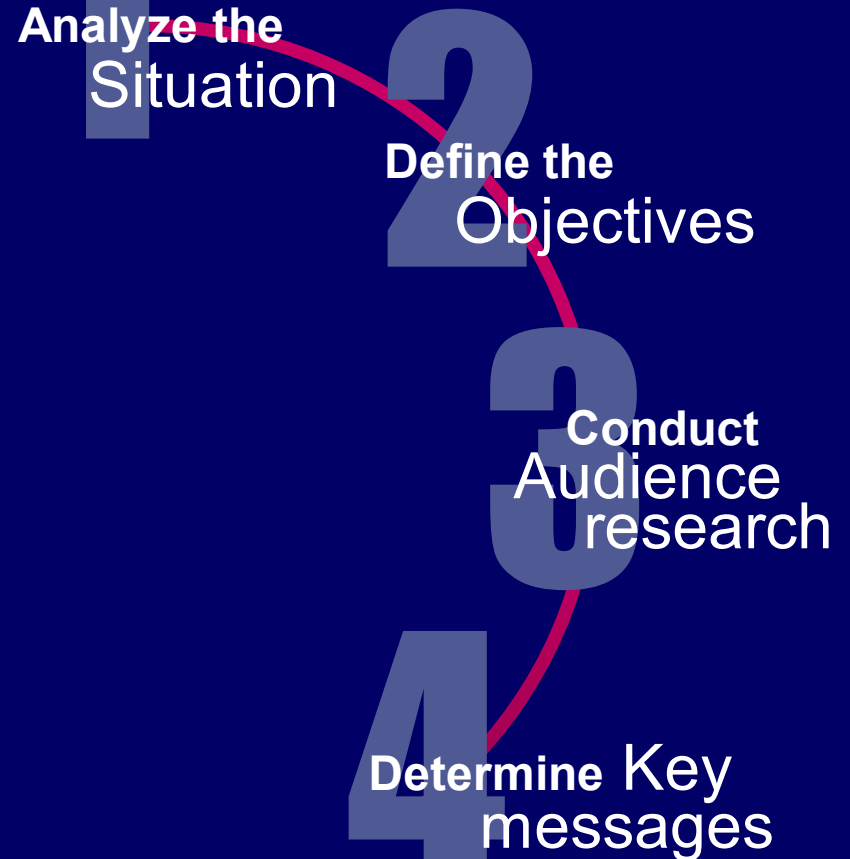
STEP

1
Analyze the
Situation

2
Define the
Objectives

3
Conduct
Audience
research

4
Determine Key
messages



The Strategic Communication Process

STEP

5
Select
**Communication
channels**

The Strategic Communication *STEP* Process

Develop the
Communication
campaign



The Strategic Communication *STEP* Process

7
Implement
the campaign

The Strategic Communication *STEP* Process

Evaluate
the campaign



Compensation – What to Communicate

- Compensation philosophy and strategy
- Base pay
- Variable pay
- Legally required communication

Benefits – What to Communicate

- Benefits philosophy and strategy
- Programs/package
- Plan changes
- Enrollment and administrative procedures
- Benefits statements
- Legally required communications

Work-Life – What to Communicate

- Work-life philosophy and strategy
- Programs
- Program changes
- Procedures

Performance and Recognition – What to Communicate

- Program policies and procedures
- Objectives and expected behaviors
- Specific rewards for various levels of performance

Development and Career Opportunities – What to Communicate

- Philosophy, roles and responsibilities
- Program policies and procedures

Communicating the Value of a Total Rewards Package

■ Total rewards statement

- ◆ Compensation and benefits data combined
- ◆ Value of work-life programs itemized
- ◆ Value of development and career opportunity programs itemized
- ◆ General information and specific data
- ◆ Individualized
- ◆ Sent to employees annually or available real-time electronically

Special Situations

- Communicating negative change
- Communicating to a global audience
- Communicating about mergers and acquisitions
- Communicating in a union environment

In Closing

- Total rewards management is evolving
- Total rewards programs should help business results
- Communication should help business results